

PERSONNEL MANAGEMENT/ HUMAN RESOURCE MANAGEMENT

PERSONNEL MANAGEMENT, this refers to the process planning, motivating controlling and administering personnel

OBJECTIVES / REASONS / RATIONALE OF PERSONNEL MANAGEMENT

1. To promote workers' efficiency and effectiveness at work
2. To promote team work that leads to rapid enterprise development
3. To undertake proper man power development that is important for organizational development
4. To identify man power gap in the company and make appropriate plan for filling up them
5. To facilitate proper recruitment and appointment of suitable work force
6. To facilitate professional selection of workers for particular job tasks
7. To develop worker's talents, abilities skills and competence through training
8. To offer confidential advice and counselling to workers in relation to their personal work problem
9. To identify efficient workers and those who are less efficient to be terminated
10. To determine work replacement areas that make them more productive

ELEMENTS OF HUMAN RESOURCE MANAGEMENT

1. Man power planning
2. Job analysis and job design
3. Recruitment
4. Induction
5. Training
6. Remuneration
7. Motivation
8. Performance appraisal
9. Termination

MAN POWER PLANNING

This refers to the process of determining the future human resource needs in the organization strategic plan

REASONS / OBJECTIVES OF MAN POWER PLANNING

1. To ensure availability of the right man power
2. To estimate the number of employees needed in business
3. To ensure maximum satisfaction of the existing man power
4. To ensure maximum supply of man power to the organization at all times
5. To promote the development of the existing man power
6. To promote career development of employees through training
7. To facilitate quick achievement of organizational goals and objectives
8. To identify man power gaps in the organization
9. To minimize labour costs in the organization
10. To set clear policies on employee transfer promotion and other benefits

ORGANIZATIONAL CHART / ORGANOGRAM

This refers to an illustration showing different departments, job functions and personnel

OBJECTIVES OF PREPARING AN ORGANIZATIONAL CHART

1. To facilitate the smooth flow of information
2. To motivate employees to work hard
3. To have a clear management guide
4. To give a clear hierarchy of command
5. To easily identify vacant positions in the organization
6. To avoid duplication of work
7. To make supervision easy because duties are well spelt
8. To enable the entrepreneur to coordinate with different departments in the organization
9. To create team work among workers in the department
10. To provide a plat form for delegation
11. To identify the training gaps

JOB ANALYSIS is a systematic study of each employee's duties, tasks and work environment. A job analysis examines:

1. Actual job activities (duties and tasks i.e. Job description)
2. The equipment used on the job
3. Specific job behaviors required
4. working conditions
5. The degree of supervision necessary.

Steps in job analysis

- a) Determining the information needed, this is best obtained through interview
- b) Reviewing the background information, this include business communication chart, job description, job specification, business core value, mission and goals etc
- c) Selecting the position for analysis, this refers to the job representative in a business and information obtained is used to analyze other similar jobs in an enterprise
- d) Verify the job analysis information; this is done by collecting data on the activities such as employee behaviors, working conditions. Etc
- e) Developing a job description and job specification

JOB DESCRIPTION:

This is a written statement describing the employee's duties, and tasks and responsibilities associated with the job

Elements of job description

- a) Duties to be performed by a worker
- b) Responsibilities of the worker
- c) Working conditions
- d) Equipment's to be used in performing the job
- e) The reporting line or relationship
- f) Job title
- g) Job duration
- h) remuneration

JOB SPECIFICATION:

This is a list of the key qualifications needed to perform a particular job in terms of education, skills and experience.

Elements of job specification

- a) Qualifications
- b) Special qualities
- c) Skills and knowledge required
- d) Working experience
- e) Job title
- f) Working habits

- g) Gender
- h) Age
- i) Marital status
- j) Religious issues
- k) Place of residence

JOB DESIGN

Job design refers to details of the number, kind and variety of tasks that individual employees perform in their jobs. Good job design takes into consideration the satisfaction of the employee's needs.

RECRUITMENT OF WORKERS

RECRUITMENT, to the process of hiring employees from different sources.

It is the process of attracting, screening, selecting, putting on board the qualified personnel for a good job

SOURCES OF RECRUITMENT

1. **Present employees**, through promoting those from lower ranks to higher ranks to cover up vacant positions they are in
2. **Schools such as universities and colleges**, high schools and vocational schools where different employees are got especially where experience is not a factor of specification
3. **Employee referrals**, references from present workers provide excellent prospects for the business to get very good employees to run the business
4. **Unsolicited applicants**, these are applicants who drop their applications in enterprise that are kept that are later referred to in case of need by the entrepreneur, since they are kept for reference purposes
5. **Advertising**, this is where adverts are put on the newspapers or any other media for interested applicants to apply
6. **Internet**, this is where information about the jobs is surfed on the internet and interested applicants apply
7. **Private employment agents**, these are firms that provide a service to the employees and applicants by matching people to jobs in exchange of a fee

REASONS / OBJECTIVES OF RECRUITMENT

1. To enable new employees encourage instill old employees with new ideas on the old ones
2. To get the required people with the required skills
3. To increase productivity of goods and services
4. To combine with other factors of production to do work
5. To manage business operations
6. To replace the inefficient workers, dead workers
7. To motivate workers through promotion
8. To promote good public relations because adverts put on newspapers courteous

STEPS / PROCESS OF RECRUITING WORKERS

1. Identifying vacant posts
2. Establishing the required qualifications
3. Establishing the remuneration / payment
4. Preparing and placing the adverts on media, newspapers
5. Receiving applications from the interested applicants
6. Sorting and short listing of the applicants
7. Establishing the interview panel and establishing questions for the interview
8. Interviewing the short-listed candidates
9. Selecting the most suitable candidate from all those interviewed
10. Sending messages to the successful and unsuccessful participants for their participation
11. Appointing and placing (placement of successful candidates)
12. Giving successful candidates induction training

COMPETENCES EXPECTED OF AN APPLICANT DURING AN INTERVIEW

1. Respect
2. Experience
3. Controlling emotions
4. Courteous
5. Concentration
6. Qualifications

7. Creativity and innovation
8. Self-motivation
9. Consistence
10. Patience
11. Politeness

INTERNAL RECRUITMENT

Internal recruitment includes:

1. Promotions, this is where present employees are considered as applicants for available positions. This often t provides a strong motivation for current employees
2. Referral schemes, here Potential candidates are identified and recommended by existing employees. This help the organization find the right person for the job.
3. Unsolicited applicants, here those who applied to join the enterprise and previously not considered are given an opportunity to absorb.
4. Transfers, this is where a worker is moved from one branch to fill a position in another branch where it would have fallen vacant
5. Internal advert, this is where the existing employees are given opportunity to apply for the job, here advertisement is done internally within the enterprise by pinning the advertisement on the notice board.

ADVANTAGES OF INTERNAL SOURCING

- It's a cheap method
- It makes employees to work hard so as to be recommended for new tasks
- It makes employees acquire more knowledge about the jobs in an enterprise Its increases labor productivity this is because of the acquired skills

EXTERNAL RECRUITMENT

A suitable applicant for a position may be found from outside the organization (external recruitment). A business will use external recruitment methods when it wants to bring in people with new or different ideas and attitudes this include.

1. Headhunting, this refers to the process of indentifying talented and experienced people currently working in different businesses who are persuaded apply for existing jobs and join the business by offering better incentives.
2. Educational institutions, these include colleges, universities, where an entrepreneur, may be invited to present facts about his or her enterprise more especially those in their final year of study and are introduced to the opportunities available hence they are encouraged to apply for those positions.
3. Private employee agencies, many organizations use private agencies or recruitment companies to source suitable applicants for a position. The agency does the preliminary screening of candidates and presents potential employees who fit all the criteria of experience, education and training.
4. Online advertisement, this is where Organizations provide an efficient way for job seekers to search online for jobs that meets their qualifications and expectations.

Employers and recruiters use organizations such as job line Uganda to advertise positions online, in order to reach a wide audience.

5. Internees, these are students that are sent out by institutions to prove their theories and also get used to working environment and those that excel and in their final study are given opportunity to be recruited to fill a position that may need manpower.
6. Advertising, this is where the existing jobs in existing in an enterprise are publicly made available to general public through the newspaper this means that an organization has to screen applicants, and then proceed with interviews.
7. Specialty media publication, these are media houses that have specialized in availing information on various jobs available in organizations to the job hunters who are encouraged to apply and be recruited.
8. Labour unions, there are organizations that receive and register members of their unions and those seeking employees can contact such organizations.
9. Competing enterprises, these are businesses in the same line of product, hence they are contacted to refer those employees that would apply, interviewed but not taken on such employees are recommended to another business

ADVANTAGES OF EXTERNAL RECRUITMENT

- New skills are acquired
- It reduces the cost of training employees to acquire new skills

METHODS OF RECRUITING EMPLOYEES

1. Retaining present employees
2. Promoting present employees
3. Using employee referrals
4. Advertising in the media
5. Through unsolicited applicants
6. Through networking by surfing from internet
7. By contacting friends and relatives
8. By visiting training institutions and schools
9. By visiting competing firms
10. By contacting private employment agencies

FACTORS CONSIDERED WHEN RECRUITING WORKERS IN AN ENTERPRISE

1. **Level of qualification and skills of workers.** Workers with high levels of qualification and skills are considered more than those with low levels of qualifications and skills
2. **Age of the employee or worker,** workers or employees with the right age 18 years and above are considered for employment than those who are below 18years

3. **Gender of the employee**, most employers prefer men for specific jobs like manual jobs while others prefer women for specific jobs like secretary jobs
4. **Number of workers**, bigger businesses normally employ a large number of workers than smaller businesses which require few workers
5. **Working experience of employees**, most enterprises consider people with high levels of experience than those with low levels of experience
6. **Type of ability required**, employers prefer people with the required skills and abilities to perform particular jobs than those without specific type of skills
7. **Nature of the job to be done**, some jobs are physical while others are mental, therefore employers recruit basing on their needs
8. **Cost of the employee**, entrepreneurs normally recruit cheap labour but with the required skills than those who are expensive in order to minimize the cost of labour
9. **Health conditions of the employee**, employers take o people with sound health in order to increase productivity than those with ill health whose productivity is low
10. **Languages spoken by the worker**, some jobs require people who speak more than two languages like journalists and therefore such people are taken that those who speak few languages
11. **Marital status of the employees**, some people prefer employing people who are married while others prefer those who are single

Qn: Examine the factors that are considered when recruiting workers in an enterprise

Describe the steps involved in recruiting workers in business

INDUCTION

Induction, this is the process of introducing new workers in an enterprise/organization.

Reasons / objectives of induction

1. To enable new employees to learn the company's policies
2. To reduce employee, turn over
3. To enable employees, develop a sense of belonging to the organization in order to avoid labor turn over
4. To enable the employees to understand the organization's culture
5. To enable the employees to promote team work with the newly employed workers

6. To motivate the new employees to work harder since they will feel welcomed
7. To avoid confusion in the organization and this enables the workers to have team work

AREAS OF INDUCTION OF WORKERS

1. Information about the history of the organization,
2. Enterprise culture,
3. General conditions and benefit training,
4. Safety and career paths,
5. Supervisors, coworkers and the human resources policies
6. Describing the organizational structure, and its implication on the workers
7. Issuing written terms and conditions of employment, at the same time guiding them through issues that may be abstract to new employees
8. Explaining the nature of the job, this include the job description, minimum expected standards, performance appraisal issues
9. Touring the business premises and explaining work flow
10. Giving new employees tools and equipment's, as well as explaining how they are used, how they are stored and serviced
11. Placement of new workers
12. The Human resource department may be involved in the induction process. Research shows that most employees who leave an organization depart in the first six months, so the need for support is greatest when an employee is new in a job.

Methods used in induction

- Lecture method
- Power point presentation
- Group discussion
- Roll play sessions

The benefits of induction

- Reduce stress and anxiety that may be associated with starting a new job
- Build a new employee's confidence in the job by: assisting the employee to feel part of the organization
- Helps employees to establish good working relations with coworkers and supervisors
- Helps employee ensure greater awareness of major safety policies and procedures.

TRAINING

This refers to the process of identifying and developing the necessary knowledge for doing administratively and meeting compliant conditions

STEPS / PROCESS OF TRAINING

1. Identifying organizational goals and objectives of training workers
2. Assessing the needs of training workers in the enterprise

3. Selecting the training objective
4. Selecting competent trainers basing on the training needs
5. Training the administrators who shall train the workers/ employees
6. Evaluating the training to determine the level of success

Qn: Describe the steps involved in the process of training workers in an enterprise

REASONS FOR TRAINING WORKERS

1. To meet the expansion needs of the business
2. To improve employee morale
3. To enhance the company's ability to adopt the use of advanced technology
4. To create a pool of readily available and adequate replacement for personnel who leave the organization
5. To build more effective and highly motivated team that is competitive
6. To ensure quality of the employees and their development
7. To enable workers, develop better sense of work worth, dignity and well being
8. To ensure ongoing training that results into acquiring skills
9. To reduce the costs of supervision since the workers have the required skills and are more motivated
10. To improve on the employee employer relationship
11. To implement company policies
12. To respond to the changing tastes and preferences of the market
13. To reduce damages on machines, tools and equipment
14. To reduce recruitment costs
15. To induct workers.
16. To reduce labor turnover.

METHODS OF TRAINING WORKERS IN AN ENTERPRISE

1. On the job training
2. Off the job training
3. Coaching
4. Apprentice
5. Mentoring
6. Performance appraisal
7. Bench marking

8. Industrial training/school practice/ internship

ON JOB TRAINING

This refers to a situation where the trainee uses action tools, equipment, document or materials he/ she will use when fully trained and is given a normal situation.

ADVANTAGES OF ON JOB TRAINING

1. It is less costly than off job training
2. It reduces, transform of learning problems as it takes place on the real machine that a person is going to use
3. The trainee is in the production environment from the beginning
4. It protects original culture as training is done in the same organization
5. There is no extra payment after qualification
6. It motivates the employees to do their work better
7. It improves the employee skills
8. It increases the productivity of the organization

DISADVANTAGES OF JOB ON TRAINING

1. Limited time of training hence improper training
2. Trainees are exposed to improper methods of training as the trainer is not trained
3. Variable equipment is damaged in the process of training
4. There is no specific time to end the training
5. It is difficult to time schedule the training
6. Training takes place under production conditions which are stressful, noisy, confusing
7. A large amount of spoilt work and scrap material is produced

FACTORS THAT DETERMINE EMPLOYEE TRAINING AND PROFESSIONAL DEVELOPMENT

1. **Future expectation**, employees who expect promotion go for future studies compared to those who do not expect any promotion
2. **Level of competition**, firm facing stiff competition encourage further training compared to those with low competition

3. **Employee work schedule**, fixed work schedule limits employee further training while a free time enables employees to go for training
4. **Expertise of time management**, knowledgeable and highly skilled managers do not support employees for higher training than those who have blessed management skills
5. **Company objectives**, companies which aim at maximizing productivity encourage employee unlike those without specific objectives
6. **Financial capacity of the organizations**, organizations with a strong base support their workers for training compared to those who are financially weak
7. **Company human resource policy**, a company with a positive human resource policy aim at developing human resources encourage training as compared to those policies opposed to human resource development
8. **Cost of training**, high cost of training discourages employees training as compared to
Those with low cost of training which encourages employee training

FACTORS THAT LIMIT EMPLOYEE TRAINING / CHALLENGES

1. Limited time
2. Limited trust of employers
3. Broad expertise of managers
4. Limited trust of openness to employees
5. Unpredictable future business needs
6. Desire for high profits by business owners
7. Fear of losing workers
8. Doubt on the value of training
9. Difficulty in identifying training needs
10. Limited skilled personnel to train the employees

REMUNERATION

This refers to the payment of salaries / wages to the workers in turn for the service rendered for the organization

METHODS OF WAGE PAYMENT

1. **PIECE RATE SYSTEM**, this is the method of paying workers based on the quantity of work done or output produced

Advantages piece rate system

1. Employers forecast output and this promotes team work especially where work is done as a group
2. Faster workers get more money
3. It helps employers with identification of suitable employees
4. Tasks are finished faster
5. Protects employers from falsified payment
6. Workers work at their own rate
7. Eliminates need for constant supervision
8. Higher output is realized
9. It encourages innovativeness among workers

Disadvantages of piece rate system

1. Workers over work themselves
2. Reduces quality of workers because of too much hard work
3. Undermines trade union solidarity
4. High risks of accidents because workers do work very fast
5. Slow but efficient workers are discouraged
6. Hardworking workers are reflected and this causes income inequality
7. Over production due to high output thus wastage
8. When workers fall sick, they miss out on payment

2. **TIME RATE METHOD**, this refers to the method of payment where workers are paid basing on the number of hours worked

Advantages time rate system

1. Better output is produced
2. It minimizes the risks of accidents and damages of work
3. Workers are not over strained
4. Efficiency in production is encouraged
5. It is easier to calculate the wage
6. It encourages hard work
7. It improves on the employer – employee relationship hence reducing conflicts
8. It encourages supervision hence quality work is produced

9. It enables the employees to plan for their wage
10. Less efficient workers benefit where there is supervision

Disadvantages of time rate system

1. It calls for constant supervision which is costly
2. It leads to low output as all workers work at the same rate
3. Faster workers are discouraged
4. Makes it difficult for employers to identify suitable employees
5. It is difficult to see the level of output produced
6. Difficult to forecast the output
7. It causes disagreements over payments
8. It encourages laziness at the work place

3. **SLIDING SCALE METHOD**, this is where wage payments are based according to the cost of living
4. **CONTRACT – BASED PAYMENT METHOD**, It's where workers are paid after completing a piece of work after a given period of time agreed upon
5. **PAYMENT IN KIND**, It's where workers are paid using a good or service that they have produced but not in cash
6. **PROFIT SHARING METHOD**, it is where workers take part of the profits made
7. **SHIFT PAYMENT METHOD**, it is where workers are paid according to the time of work especially those who work during an unusual time
8. **BONUS OR OVER TIME PAYMENT**, it is where workers are given an extra pay or reward over the regular payment
9. **COMMISSION BASED PAYMENT**; it is where workers are paid after a total sale for a particular product

FACTORS CONSIDERED WHEN DETERMINING THE WORKERS PAYMENT

1. Level of skills required for the job
2. Demand for labour in the job market
3. The number of available supplies of labour
4. Geographical location of the business

5. Profitability of the business
6. The level of employment stability
7. Gender difference
8. Level of education and training
9. Level of competition for workers among employers
10. Risks involved in the business
11. The amount of work or duties and responsibilities
12. The strength and bargaining power of workers
13. The demand for services being rendered by workers
14. The nature of work being done

NB. These factors should be explained on two sides' i.e. positive side and negative

FACTORS THAT LEAD TO DIFFERENCES IN WORKERS EARNINGS IN AN ENTERPRISE

1. Differences in the nature of jobs, jobs which are risky and unpleasant tend to attract high wages and hence they receive more earnings than tasks which are less risky and pleasant are paid low wages hence receiving low earnings.
2. Differences in the level of education and training, highly skilled workers who are highly demanded are paid high wages this makes such workers to receive more earnings than those who are not highly educated hence paid low wages and hence less earnings.
3. Differences in the bargaining power of the individual worker, workers with strong bargaining power have high chances of setting a high wage level hence they able to receive more earnings than those with weak bargaining power that they can't bargain for more wages hence receiving low earnings.
4. Differences in the number of hours worked, workers who work for more workers are paid more wages more specially when the employer use time rate system of wage payment than workers who work for few hours, they are paid low wages and hence receiving less income
5. Differences in natural talents and gifts among workers, workers that combine talent and skills perform more income generating activities and as such they are able to earn extra income as compared to those workers without talent and skills.eg sports employees, singers etc.
6. Differences in the employer's ability to pay, employers who have the ability and willingness to pay high wages, makes workers to earn more wages than those in competing enterprise that pay irregular payments and hence workers receiving less income.
7. Discrimination in payment of employees, sometimes employers deliberate makes payment differences therefore those in sections that are paid low wages earn little income than those in sections where the wages paid are high.
8. Differences in the nature of employment, employees on contract works tend earn more income and receive more earnings than those on permanent basis whose earning may be low for a long period of time with hope of receiving pension in future.
9. Difference in the cost of living side.

CONDITIONS THAT LEAD TO AN INCREASE IN WORKER'S PAYMENT

1. In case in wages offered to workers in the similar industry

2. Increase in the cost of living / inflation
3. Increase in the government minimum wage
4. Increase in the profits made by the entrepreneur
5. Increase in the work load / hours of load
6. Increase in the risks at the job
7. Increase in the price of products produced
8. Increase in trade unions, bargaining strength and power
9. Increase in experience at work

MOTIVATION

Motivation is process of increasing the morale of workers to perform their duties, tasks and responsibilities.

OR

It is the process of stimulating labour to take up the desired course of action of workers

Motivation refers to the creation of an environment that encourages workers of an organization to perform tasks effective and efficiency

REASONS / OBJECTIVES OF MOTIVATING WORKERS IN AN ENTERPRISE

1. To increase productivity of workers in order to attain maximum output
2. To promote good relationship between the employees and employers in the enterprise or work place
3. To promote publicity of the enterprise especially promotion of good pay of workers
4. To prevent workers from getting alternative jobs elsewhere by paying them promptly and adequately
5. To encourage hard work among workers and this increases their ability to perform their duties better
6. To enable workers to develop positive attitude or sense of attitude
7. To enable workers to perform and contribute effectively towards the success of the enterprise
8. To minimize strikes and any other indiscipline
9. To minimize the cost of recruiting new workers since workers remain in the business

10. To create the spirit of team work and this increase their morale to perform quite better
11. To enforce the desired competences among the workers

WAYS OF MOTIVATING EMPLOYEES IN AN ENTERPRISE

1. By giving fair and timely payment to workers in order to motivate them to work harder
2. By offering non – monetary rewards
3. By rewarding specific efforts e.g. giving certificates
4. By ensuring favorable and pleasant work environment
5. By showing genuine respect to individuals or restoring dignity to workers
6. By minimizing tempting situations such as paying workers in cash
7. Through praising workers whenever necessary especially in public
8. By sharing concerns or being attentive to employee complaints
9. By involving workers in decision making in order make them feel part of the business
10. Being fair to all workers by removing elements of segregations
11. By handling worker’s grievances fairly and tactfully so that they are well prepared
12. By promoting workers objectively on merit in order to allow them perform their duties with the right attitude
13. By ensuring job training and job satisfaction to all workers
14. Through involving workers in profit sharing schemes and this encourages them to work harder towards achieving the business set goals and objectives
15. By providing an efficient organization structure in order allows good reporting relationship

Qn Why is it necessary to motivate workers in an enterprise

Qn How do entrepreneurs motivate workers in an enterprise

Qn How do entrepreneurs ensure discipline in an enterprise

PERFORMANCE APPRAISAL

Performance appraisal the continuous process of assessing and providing feedback on how well or poorly a worker is doing his / her job in the organization

OR

It is a continued process of evaluating worker's performance against the organization's job performance standards

ELEMENTS OF AN EFFECTIVE PERFORMANCE APPRAISAL SYSTEM

1. Cost effectiveness
2. Seniority in the position of the appraiser
3. Good relationship between the appraiser and appraise
4. Communication and giving feed back
5. Involvement of all stake holders
6. Objectivity of the appraiser
7. Monitoring of the appraiser system
8. Rewarding of the employees
9. Standards of performance in the industry
10. Training of the employees and evaluators
11. Reflection of the objective of the appraisal system

REASONS /OBJECTIVES/ NEEDS / RATIONALE OF THE APPRAISAL SYSTEM

1. To determine whether the employees have performed according to the required standards or not
2. To identify the training needs of the employees
3. To determine the future use of the employee i.e. to retain, transfer, dismiss
4. To evaluate the recruitment techniques for human resources in an enterprise
5. To get feedback on the performance of the workers
6. To determine increment in payment of the workers
7. To motivate the employees to achieve the set realistic targets
8. To re – enforce the desired competences among workers

METHODS OF PERFORMANCE APPRAISAL

1. **Ranking method**, this is where employees are ranked from the best to the poorest performer usually done on the stability of the job, in terms of quality and quantity of output
2. **Grading method**, this refers to the grouping of workers into a series of merit categories that are usually based on total performance

3. **Rating scale method**, Here the employer focuses on individual characteristics like level of intelligence, loyalty and commitment towards work
4. **Behavior expected scale**; this involves employer focusing on specific observable behaviors of workers in the related job
5. **Open ended method**, this is where the manager writes a few sentences about the employee's performance and makes hints on good and bad characteristics

ADVANTAGES OF PERFORMANCE APPRAISAL

1. It enables the employers to set realistic targets for the employees to achieve
2. It provides good relationship between the employer and the employees and this improves productivity
3. It helps to improve the performance records of employees and this creates a competitive working condition that leads to quality output
4. It helps to determine the future use of the employee that is to either retain, transfer or dismiss
5. It helps to determine the pay raise for workers from the lower pay to the higher pay
6. It helps to develop a healthy competition among workers
7. It identifies the training needs for workers especially those who are performing below the expected performance standard
8. It evaluates labour selection system to determine its validity
9. It reinforces the desired behaviors among workers such as hard work that leads to high levels of productivity
10. It measures employees' performance so as to determine the effective worker and the less effective one
11. It motivates hard working employees to work harder to attain all it requires for the success of the business.
12. It puts a psychological pressure on lazy workers to improve their performance because of fear to be dismissed
13. It provides reliable feedback on how workers are performing their duties so that the employer is able to make good recommendation.

DISADVANTAGES OF PERFORMANCE APPRAISAL

1. It covers a narrow scope because it does not take the account all the areas of an individual's work.
2. It has bias i.e. some appraisers are in favor of some employees
3. It leads to inequalities because the theory of appraisal is different from application
4. It is time assuming and it wastes the resources
5. The process is expensive to fund and it takes a lot of money
6. It involves negative rewards on those who are performing poor who are sometimes dismissed
7. It destroys the spirit of creativity as some workers are to follow specific standards
8. It leads to bad relationship due to misunderstanding in an organization
9. Supervisors end up exploiting the juniors

REASONS FOR POOR PERFORMANCE OF EMPLOYEES

1. Limited ability
2. Limited knowledge at the job
3. Stress about work
4. Emotional problems
5. Limited motivation
6. Negative group influence
7. Poor working conditions
8. Poor inductions
9. Poor selection
10. Inadequate training.

CAUSES OF INDISCIPLINE AMONG WORKERS

1. Bad habits like late coming, absenteeism among workers
2. Inadequate working rules and failure to publish them
3. Inconsistent enforcement of discipline
4. Favoritism towards some workers
5. Unfavorable working conditions
6. Communication gap between supervisors and employees
7. Failure to involve workers in decision making
8. Limited motivation of workers
9. Unfair punishments given to workers

10. Failure to know all the employees at work
11. Delays in paying workers
12. Inadequate monitoring and supervision
13. Ineffective appraisal system
14. Failure to show concern and empathy to workers 'problems

WAYS OF MAINTAINING GOOD RELATIONSHIP WITH EMPLOYEES AND CREATING DISCIPLINE IN AN ENTERPRISE

N.B Refers to ways of motivating workers

LABOUR TURNOVER

This refers to the rate at which the employees move in and out of the business or organization

FACTORS THAT INFLUENCE LABOUR TURN OVER IN AN ORGANISATION

1. The size of the wage
2. The nature of the job
3. The period of the pay
4. The degree of the respect
5. The size of the labour market
6. The level of motivation
7. Job security
8. The degree of discrimination
9. The nature of communication
10. Selection of employees

Examine the factors that influence labour turn over in an enterprise

NB. The points should be explained on two sides i.e. moving out or in.

CAUSES OF EMPLOYEE LABOUR TURNOVER

1. Inadequate or too low wages

2. Low levels of motivation /poor morale
3. Recruiting and selecting of wrong employees
4. Large labour market offering more opportunities to employees
5. Promotion prospects in other businesses or companies
6. Ineffective communication in an organization
7. Delayed payment of wages and salaries
8. Disrespect of employees by bosses
9. Job insecurity or lack of appointment letters
10. Discrimination or segregation of workers in the organization
11. Lack of appreciation for workers 'efforts or contributions towards the organization
12. Restructuring of workers
13. Excessive work load
14. Lack of appointment letters
15. Unfriendly work environment e.g., sexual harassment.

CIRCUMSTANCES/CONDITIONS FOR EMPLOYEE TERMINATION

1. If the employee is unproductive
2. In case there is need to adapt capital intensive technology
3. In case of the closure of the company
4. In case there's need to reduce on the costs of production
5. In case the workers contract comes to an end
6. When it's time for retirement
7. In case the worker fails to cope with the current technology
8. In case of poor health of the worker
9. In case of restructuring
10. In case of change in management
11. In case of unsuitable qualifications
12. If an employee requests for retirement
13. In case of absenteeism
14. If the worker is a drunkard
15. In case of sexual harassment
16. If the worker leaks out company secretes
17. If a worker fails to cope with the companies' culture

18. In case of corruption and embezzlement

**REQUIREMENTS FOR HUMAN RESOURCES USED IN PERSONNEL
MANAGEMENT.**

1. **Job analysis**, refers to the systematic collection of recording of information concerning the job to be performed in an organization.
2. **Job description**, this refers to the written statement that gives the details of the tasks, duties and responsibilities of a particular job and a reporting relationship
3. **Job specification**, this refers to the qualifications, education background, experience and personal characteristics that an individual must have in order to perform a job effectively and effectively
4. **Job grading**, this refers to the systematic rating of jobs in order of value where the jobs are divided in grades in order to determine the basis pay for each grade
5. **Job performance standards**, this refers to the acceptable competence required for a given job